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## STATE OF COLORADO

JULY 2015

### COMMUNITY PAROLE OFFICER

A3C1TX TO A3C4XX

#### DESCRIPTION OF OCCUPATIONAL WORK

This class series includes six levels in the Enforcement and Protective Services occupational group and describes community corrections and parole work in transitioning adult and/or youth offenders, parolees, and/or chronic mentally ill or impaired (CMI) from the institutional setting back into the community. The first three levels are broad banded into a single class.

The work ranges from the entry level case management and offender supervision up through supervisory and management levels involved with implementing programs to accomplish community corrections and parole system objectives. The work primarily deals with community-based services in the areas of education, employment, vocational training, finances, public assistance, and social and personal behaviors or actions to insure supervisory requirements are maintained. Positions perform a variety of law enforcement activities including investigations, monitoring activities, testifying in court and at hearings and before various boards, and making arrests. Positions perform case management functions, collect information, write offender case evaluations and reports, and make decisions on filing offender violation charges, and approving offender release plans. The work includes counseling offenders on behaviors, attitudes, actions, employment, residence, and treatment. Work is guided by standards set by the American Corrections Association (ACA).

Positions in this series have peace officer authority, designated by statute and department directives, to enforce laws and physically detain or arrest others and use deadly force. Basic peace officer definitions are found in C.R.S. 16-2.5-136, with specific authorities found in agency supporting statutes and shall require P.O.S.T. Board certification.

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**COMMUNITY PAROLE OFFICER**

**A3C1TX**

#### CONCEPT OF CLASS

This class describes three levels from the entry through the fully operational level community parole officer in a broad class concept. The work is initially designed to train positions for a higher level work assignment within this class. Positions carry out established work assignments under the guidance of officers, team leaders, and supervisors.

At the fully operational assignment level, positions are assigned a caseload of offenders to oversee their transition from incarceration to successful community living. Positions monitor offenders status to ensure program compliance and that their supervisory requirements are met. Positions work with local agencies, providers, and employers in placing or referring offenders to appropriate community based programs. Positions prepare reports and offender assessments, counsel offenders, and make recommendations on changes in conditions of community placement. Positions also arrest offenders when necessary, conduct investigations (technical to criminal), file charges, and testify in court or administrative hearings. Positions may also serve as hearing officers in administrative hearings. Positions participate in ongoing training and routinely staff cases with supervisors and team leaders.

## FACTORS

Allocation must be based on meeting all of the three factors as described below.

**Decision Making** -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. For example, positions decide the best way to monitor offenders' activities under varying types of contacts. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, positions decide the appropriate follow-up action when offenders deviate from the conditions of their supervision. Remedial action may range from increasing the frequency of reporting up to arresting violators with supervisory approval (ACA).

**Complexity** -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study case information to determine what it means and how it fits together in order to get practical solutions in the form of plans on solving offender problems. Guidelines in the form of agency and ACA case management standards exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation. As an example, positions choose from alternative monitoring and investigative methods.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team.

COMMUNITY PAROLE TEAM LEADER

A3C2XX

## CONCEPT OF CLASS

This class describes the work or team leader. In addition to carrying a reduced caseload as

described in the Community Parole Officer class, positions in this level train, guide, and evaluate lower-level officers' work. The work may include responsibility over offenders under the intensive supervision, fugitive investigation/apprehension, risk assessment management, or other programs.

Additionally, some positions perform work as formal hearings officers in presiding over administrative hearings. These hearings consist of the offender, his representative, the officer handling the case, and a hearing officer who decides the disposition of the case. Some positions in this class may serve as members of community corrections boards.

This class differs from the Community Parole Officer class in the Line/Staff Authority factor and may differ on the Purpose of Contact factor.

## FACTORS

Allocation must be based on meeting all of the three factors as described below.

**Decision Making** -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining the reporting options for offenders. For example, positions decide the appropriate monitoring process used to train new officers. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, positions make decisions on employment and treatment plans.

**Complexity** -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of counseling theories, concepts, and principles in order to tailor them to develop a different approach or tactical plan to fit specific circumstances. While general policy, legal precedent, or non-specific practices exist; they are inadequate so they are relevant only through approximation or analogy. As an example, positions conduct each case with different plans due to differing conditions and unforeseen problems with each offender. As existing practices may be inadequate, the positions draw upon previous, analogous cases to tailor the guidelines. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies such as severe violations. As an example, positions tailor intensive supervision plans to account for residency in a remote area without normal monitoring equipment.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as a work leader. The work leader is partially accountable for the work product

of two or more full-time equivalent positions, including timeliness, correctness, and soundness. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. Typical elements of direct control over other positions by a work leader include assigning tasks, monitoring progress and workflow, checking the product, scheduling work, and establishing work standards. The work leader provides input into supervisory decisions made at higher levels, including tracking leave requests and approving work hours. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

## COMMUNITY PAROLE SUPERVISOR

A3C3XX

### CONCEPT OF CLASS

This class describes the first supervisory level of community parole work. Positions in this level supervise units responsible for community parole activities. Such positions assign cases to officers; monitor case management actions; resolve problems and differences of opinion on the more difficult, critical cases requiring modifications of procedures; coordinate inter-unit transfers or cooperative efforts; and, evaluate programs' effectiveness. Positions in this also level oversee units responsible for community corrections program activities. Such positions monitor community corrections management actions; resolve problems and differences of opinion on the more difficult, critical issues between correctional, judicial, and communities requiring modifications of programs or guidelines; coordinate multi-agency cooperative efforts; and evaluate offender programs' effectiveness. This class differs from the Community Parole Team Leader class in the Decision Making and Line/Staff Authority factors and may differ in the Purpose of Contact factor.

### FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the process level, as described here. Within limits set by professional ACA standards, the agency's available technology and resources, and program objectives and regulations established by a higher management level, choices involve determining the process, including designing the set of parole operations. The general pattern, program, or system exists but must be individualized. As an example, positions decide the process to use in resolving cases that are not covered by the interstate compact. This individualization requires analysis of data that is complicated. Analysis is breaking the problem or case into parts, examining these parts, and reaching conclusions that result in processes. This examination requires the application of known and established theory, principles, conceptual models, professional standards, and precedents in order to determine their relationship to the problem. For example, unit supervisors may establish internal audit processes to insure lower level officers are following contract management and case management principles. New processes or objectives require approval of higher management or the agency with authority and accountability for the program or system.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of counseling theories, parole management concepts, and parolee supervision principles in order to tailor them to develop a different approach or tactical plan to fit specific circumstances. As an example, unit supervisors may tailor the unit's plans for differing levels of the parolee intensive supervision program. While general parole policy, precedent, or non-specific practices exist; they are inadequate so they are relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies. As an example, positions may analyze the effectiveness of case management processes based on recidivism rates and adjust monitoring and counseling guidelines to fit categories of community based programs.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor or staff authority. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact the pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

OR

The staff authority is a pacesetter who has a unique level of technical expertise in a field or profession that, as part of the assignment, is critical to the success of an agency. It is an essential component of the work assignment that has been delegated by management to the position. This authority directly influences management decisions within an agency. For example, management relies on such a position when making decisions regarding the direction that policy or a program should take in the staff authority's field of expertise. Managers and peers recognize and seek this level of technical guidance and direction regarding the application of a program or system within the agency or to its clients. Examples might include the ACA standards coordinator position that advises the agency regarding standards and regulations to adopt that are within national guidelines, or the SORIS coordinator position that advises the agency on statutes, standards, and regulations concerning sex offender supervision or the required intensive supervision coordinator.

## COMMUNITY PAROLE MANAGER

A3C4XX

### CONCEPT OF CLASS

This class describes the second supervisory level. Positions in this level direct multiple units through unit supervisors for portions of the state's parole and community corrections functions. Positions at this level differ from the Community Parole Supervisor class in the factors of Decision Making, Complexity, and in Line/Staff Authority.

### FACTORS

Allocation must be based on meeting all of the three factors as described below.

Decision Making -- The decisions regularly made are at the interpretive level, as described here. Within limits of the strategic master plan and allocated human and fiscal resources, choices involve determining regional tactical plans to achieve the objectives established by the higher management (strategic) level. This involves establishing what program processes will be done, developing the regional budget, and developing the units' staffing patterns in order to deploy staff. This level includes inventing and changing systems and guidelines that will be applied by others statewide. For example, positions may change case management processes based on changes in sentencing statutes. By nature, this is the first level where positions are not bound by processes and operations in their own programs as a framework for decision making and there are novel or unique situations that cause uncertainties that must be addressed at this level. Through deliberate analysis and experience with these unique situations, the manager or expert determines the systems, guidelines, and programs for the future. For example, positions may decide the extent or use of the intensive supervision program in managing offenders.

Complexity -- The nature of, and need for, analysis and judgment is formulative, as described here. Positions evaluate the relevance and importance of counseling theories, offender management concepts, and supervision principles in order to tailor them to develop a different approach or tactical plan to fit specific circumstances. As an example, unit managers may tailor the unit's plans for differing levels of the intensive supervision program. While general policy, precedent, or non-specific practices exist; they are inadequate so they are relevant only through approximation or analogy. In conjunction with theories, concepts, and principles, positions use judgment and resourcefulness in tailoring the existing guidelines so they can be applied to particular circumstances and to deal with emergencies. As an example, within their regions, positions may analyze the effectiveness of parole and community programs and the associated guidelines for officers' work with sensitivity to local community issues, and public safety and local community corrections boards' objectives.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a manager or senior authority. The manager must be accountable for multiple units through the direct supervision of at least two subordinate Unit Supervisors; and, have signature authority for actions and decisions that directly impact pay, status, and tenure. Elements of formal supervision must include issuing corrective actions and initiating disciplinary actions, second level signature on performance plans and appraisals, resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

OR

The senior authority is a pacesetter that has a unique level of technical expertise in a field or profession that, as part of the assignment, is critical to the success of an agency. It is an essential component of the work assignment that has been delegated by management to the position. This authority directly influences management decisions beyond the agency. Managers and peers seek this level of technical guidance and direction as the designer of a statewide system or in a subject area for other areas of state government. Managers and peers, both internally and externally to the agency, rely on this pacesetter when making decisions regarding the direction that policy, programs, and systems should take in the pacesetter's field of expertise.

## DEFINITIONS

Case management: responsible for monitoring, evaluating, counseling, and controlling the activities of offenders by observation, telephone contacts, or interviewing others to insure offenders conform the limits of their community placement conditions.

CMI: chronically mentally ill; offenders diagnosis with chronic mental illness requiring special supervision.

Community programs/corrections: as used in this class description, work related to liaison and oversight of local community programs oriented to case management of offenders under the Colorado Code of Penal Discipline. Local community boards contract for services (known as half-way houses) to monitor and supervise offenders selected for participation in the community- based programs.

Intensive supervision program: program established by statute that provides a higher level of supervision and monitoring of high-risk parolees or inmates transitioning into the community.

Interstate Compact: formal agreements between states providing guidance on responsibilities of handling inter-state movements or monitoring of offenders, offenders, and those on probation.

Parole: the conditional release from incarceration of an offender before the expiration of his/her sentence granted by the State Parole Board in which the offender is subject to the supervision of a state parole officer.

Risk assessment management (RAM): specialized program designed for more effective supervision of high-risk offenders, primarily sex offenders, CMIs, or arsonists.

Youth Offender Service (YOS): special program created for youth felons who have been convicted of Class two through six felonies involving the use, of threat of use of a deadly weapon; and habitual juvenile offenders who have committed a felony that is filed in district court.

## ENTRANCE REQUIREMENTS

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel & Administration web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

## CLASS SERIES HISTORY

Updated and removed the purpose of contact 6.30.2015

Effective 7/1/05 (TLE). Date and statute citation updated. Published as proposed 10/25/04.

Effective 7/1/02 (DLF). EPS Consolidation Study. Consolidated Community Programs Specialist class series (A3A1-6) and Parole Officer class series (A3B1-6) into the Community Parole Officer series (A1C3-4). Broadbanded the previous Intern, I, and II classes into a single class and pay grade. Published as proposed 5/8/02.

Revised 9/1/93 (DLF). Separated Community Correction type of work into new class series,

Community Programs Specialist. Job Evaluation System Revision project. Published 6/1/93.  
 Revised 7/1/91. Changed pay differential, Community Corrections Specialist (A8740-42). Revised  
 7/1/87. Changed examples of work and entrance requirements (A8740-48).  
 Revised 7/1/81. Changed class codes, titles, relationships, entrance requirements (A8740-48). Revised  
 3/1/78. Changed entrance requirements (A8740-48).  
 Revised 2/1/77. Changed title, Community Corrections Supervisor III (A8748). Created  
 1/1/75.

**SUMMARY OF FACTOR RATINGS**

Class Level	Decision Making	Complexity	Line/Staff Authority
Community Parole Officer	Operational	Patterned	Indiv. Contributor
Community Parole Team Leader	Operational	Formulative	Work Leader
Community Parole Supervisor	Process	Formulative	Unit Supervisor or Staff Authority
Community Parole Manager	Interpretive	Formulative	Manager Senior Authority

ISSUING AUTHORITY: Colorado Department of Personnel & Administration